



## VISIONS AND PLANS

STRATEGIC PLAN

2010

# CITY OF SALINA, KANSAS SHARED VISION STATEMENT AND STRATEGIC PLAN

## *OUR MISSION STATEMENT*

Our mission is to be a leader among Kansas cities by leveraging partnerships and economic opportunity to ensure a safe, progressive and healthy community that respects its natural resources, offers excellent municipal services, and provides a high quality of life for its citizens.

## *WHAT IS STRATEGIC PLANNING?*

Strategic planning is a process that allows community leaders and stakeholders an opportunity to determine what the future of their community will be. It is a tool which incorporates a long-term vision, goals and action items that is commonly used in America's best managed and most forward thinking communities. Salina's process started with a community visioning exercise conducted with citizen stakeholders, the City Commission and city staff members. These groups independently addressed 1) Salina's assets and other positive community aspects; 2) Salina's liabilities and other negative factors; and 3) A vision of Salina's future in a 7 to 10 year timeframe. This information was then provided to the City Commission for discussion and consideration. Based on this information, the City Commissioners agreed upon a shared vision of the future.

The Salina City Commission believes that using a Strategic Plan will provide long-term direction and direct benefit to both our municipal government and the community. It is their intent that Salina's Strategic Plan be a dynamic document that is in line with our shared vision and reviewed annually both to ensure performance, and to respond to ever-changing community and regional conditions.

## **ADMINISTRATION OF SALINA'S STRATEGIC PLAN**

The Strategic Plan shall be utilized for all policy decision making, including but not limited to: community planning; capital improvement project planning and programming; annual budgeting; organizational service review; initiatives, changes and priority setting; all policy actions taken by the City Commission; and organizational departmental operations planning. Salina's Strategic Plan contents will be reviewed annually to ensure its applicability and determine if additions, deletions or other modifications are necessary. An annual Strategic Plan progress report shall be compiled by staff and provided to the City Commission and public. The Strategic Plan shall be shared throughout the municipal organization and community.

*As adopted by Resolution 06-6319 by the Board of Commissioners on the 23<sup>rd</sup> day of October 2006.*

*Amended by Resolution 08-6482 by the Board of Commissioners on the 28th day of January 2008.*

*Amended by Resolution 09-6587 by the Board of Commissioners on the 12th day of January 2009.*

*Amended by Resolution 09-6692 by the Board of Commissioners on the 21st day of December 2009.*

## **SHARED VISION STATEMENT FOR OUR COMMUNITY**

*Salina will be a city that is exciting to live in and thriving both economically and socially. The city will be clean, attractive and inviting. Local residents will demonstrate their community pride by sharing Salina's attributes with others. As a result, Salina will be a place with a quality of life that not only appeals to residents, but also to visitors.*

*Salina will be a city that encourages quality, market-driven, mixed-use development that complements community cohesiveness. This includes an emphasis on affordable housing that appeals to different lifestyles.*

*Salina will become a city with "connectivity." This means that bicycle and walking trails along roadways, the flood control levee and the Smoky Hill River will be used to connect residential neighborhoods, commercial areas, schools and parks. These connections will eventually intersect with public transit pick-up/drop-off points. In addition, connectivity will also include community-wide information sharing through the latest electronic wireless technology.*

*The city of Salina will be attractive and well maintained, both within the city and along the adjacent interstate highways. It will be evident that good housekeeping and high community standards are valued. Salina will be environmentally conscious, balancing the expectations of a growing community with the necessity to preserve nature's assets and our future quality of life.*

*The city of Salina will have master planned its assets in the Kenwood / Oakdale Park area west to the downtown business district in order to utilize them to their fullest potential. This will include the development of a uniformly managed, core destination complex for both residents and visitors. This complex will be surrounded by high quality, mixed-use development with an evident connection to downtown that complements existing commercial and residential assets.*

*The City Commission of Salina will have committed to providing the highest quality of city services possible within available resources. The City Commission recognizes their role and responsibility to provide the needed policy direction and resources to its administration. At the same time, the city's administrative personnel are committed daily to transforming this direction and resources into the highest possible quality of municipal services, consistent with the expectations of both the City Commission and the citizens of Salina.*

*Downtown Salina will be a thriving and vibrant place. It will include an artistic flair that complements diverse and successful business development, including: entertainment, professional services, restaurants and retail development. In addition, the downtown will include residential uses and places to congregate consistent with the desired, mixed-use activity.*

*Salina will be supportive of life-long learning through all forms of education, including elementary and secondary education, higher education and vocational / technical training.*

*Salina will be a town that is respectful of its heritage. Throughout Salina, the adaptive re-use of historic and architecturally significant buildings will be encouraged, along with the potential rehabilitation of brick streets in locations such as the downtown. In addition, Salina will begin making efforts to be an environmentally friendly "green" community.*

*Salina will encourage and be supportive of industrial development, economic expansion, market-driven tax base growth, and home grown entrepreneurialism. Special emphasis shall be placed on redeveloping the Airport and South Industrial Area and the reclamation of environmentally disadvantaged properties for higher and better use.*

## **STRATEGIC GOALS FOR OUR COMMUNITY**

### **GOAL #1: THE CITY WILL CREATE A COMMUNITY OF MIXED-USE, QUALITY DEVELOPMENT AND REDEVELOPMENT.**

#### **Action Items**

- ⇒ Determine the city's specific role regarding property development and aggregation
- ⇒ Establish sound mixed-use criteria and inventory geographical areas of the city where market-driven, mixed-use development can be supported
- ⇒ Determine the most effective zoning and other land-use tools to encourage and support desired mixed-use development
- ⇒ Research best practices in other cities

- ⇒ Revise existing ordinances and policies to accommodate growth and development objectives
- ⇒ Research options for development financing and determine the most equitable and cost-effective development financing strategies
- ⇒ Develop an inventory of land ownership in areas designated for future development or redevelopment
- ⇒ Utilize designated geographical master planning as a tool to integrate desired mixed-use development
- ⇒ Educate the development community about mixed-use development
- ⇒ Commence staff review of property-related code options, with options to include property maintenance codes (with local amendments), possible occupancy inspections, mobile home park code revisions and policy decisions related to code enforcement. The purpose of the review and any changes are to improve the safety of residents, quality of housing stock and neighborhoods, as well as the overall community appearance.
- ⇒ In addition, review options for a voluntary source of revenue to assist qualifying owners without the financial means to comply with certain minimum housing and property maintenance codes.
- ⇒ Encourage the placement of art in public places to improve the aesthetic and thematic quality of the community, with consideration for widespread public appeal.

**GOAL #2: THE CITY WILL CREATE A UNIFORMLY MANAGED AND MASTER PLANNED KENWOOD PARK / OAKDALE PARK DESTINATION AREA FEATURING RECREATION, TOURISM, ENTERTAINMENT, HOTEL LODGING, SURROUNDING MIXED-USE DEVELOPMENT, GREEN SPACE AND A DIRECT LINKAGE TO DOWNTOWN**

**Action Items**

- ⇒ Through research and negotiation, determine current ownership status and finalize future ownership designation
- ⇒ Develop an area-wide master plan
- ⇒ Finalize direction and an agreement regarding the current Expo Center facility property lease

- ⇒ Identify and overcome river channel challenges
- ⇒ Finalize plan for community-wide, outdoor aquatics facility with a detailed funding plan and timeline
- ⇒ Research financing alternatives and develop an acceptable financial plan to support future area development

**GOAL #3: THE CITY WILL PROVIDE THE HIGHEST QUALITY OF SERVICES, CONSISTENT WITH GOVERNING BODY DIRECTION, AVAILABLE RESOURCES AND STAFF COMMITMENT TO QUALITY.**

**Action Items**

- ⇒ Determine methods to measure the quality and performance of services that are currently provided, and establish related “benchmarks”
- ⇒ Consider the development of citizen advisory committees to provide integrated input for capital improvement project planning and planning activities
- ⇒ Establish a reporting framework for the City Commission and the public regarding the measurement and attainment of service performance levels
- ⇒ The City Commission will maintain its commitment to the municipal organization by providing direction and resources that will allow them to meet established expectations
- ⇒ Honor commitment to local League of Women Voters chapter to review the comprehensive consolidation with Saline County of government services
- ⇒ Complete restructuring of Arts and Humanities Department / Commission and Foundation relationship to ensure long-term continuity of operations
- ⇒ Complete resolution of North Ohio Overpass project
- ⇒ Develop methods for achieving greater accountability for the final quality of public infrastructure projects
- ⇒ Continue to enhance partnering and improve relationships with Saline County
- ⇒ Maintain a stable operating budget for the delivery of core public services, while investing as many financial resources as practically possible into maintaining and developing the public infrastructure

**GOAL #4: THE CITY WILL MAINTAIN GROWTH AND DEVELOPMENT POLICIES THAT ARE UPDATED TO REFLECT CURRENT CONDITIONS AND DESIRED GROWTH DIRECTION.**

**Action Items**

- ⇒ Update the current Comprehensive Plan
- ⇒ Review the city's utility extension policies
- ⇒ Review the city's annexation policies
- ⇒ Review and negotiate with Saline County officials a new interlocal agreement which deals with fringe development land-use, platting and building construction; and negotiate a long-term roadway ownership and transition agreement
- ⇒ Review all related interlocal agreements
- ⇒ Investigate the potential for joint City-County area planning
- ⇒ Identify and review areas for redevelopment and new development
- ⇒ Develop a comprehensive economic development financing policy, including an inventory of all available "incentive tools" and related guidelines for their application
- ⇒ Continue to assist the Salina Airport Authority with their efforts to recruit aviation-related businesses and complete the implementation of their Aviation Service Center vision

**GOAL #5: THE CITY WILL MAINTAIN A COMMITMENT TO MAKING DOWNTOWN SALINA A THRIVING AND VIBRANT CENTER OF THE COMMUNITY.**

**Action Items**

- ⇒ Encourage the ongoing development of new leadership
- ⇒ Encourage SDI / BID, City and Chamber of Commerce leadership to work collaboratively for the successful development of downtown

- ⇒ Encourage the development of the arts, entertainment, professional services, residential living, restaurants and retail in the downtown
- ⇒ Explore economic development strategies to: stabilize commercial office occupancy rates, create an incentive for downtown development / redevelopment, to complement assets and future river development in Kenwood / Oakdale Parks

**GOAL #6: THE CITY WILL WORK TO MAKE SALINA A CITY THAT HAS CONNECTIVITY PHYSICALLY AND SOCIALLY.**

**Action Items**

- ⇒ Update the transportation master plan to include bicycle lanes and trails that are integrated with other parts of the transportation system
- ⇒ Conduct a feasibility study of downtown for possible wireless, broad-band service availability
- ⇒ Plan for the physical connection of the Smoky Hill River with adjacent linear parks through development of riverway trail plan, working in coordination with the Friends of the River
- ⇒ Promote public and private partnerships for community projects and service endeavors
- ⇒ Fully support public access to information
- ⇒ Encourage the participation of youth on municipal boards and committees (two members per applicable board), to include full participation and non-binding voting responsibilities.

**GOAL #7: THE CITY WILL RECOGNIZE THE IMPORTANCE OF A HEALTHY COMMUNITY AND ITS NATURAL RESOURCES, AND WILL MAKE PRACTICAL EFFORTS TO PRESERVE THEM.**

**Action Items**

- ⇒ Finalize a comprehensive approach to water use and conservation, including the creation of a long-range raw water plan, updating of current water conservation practices, review and possible amendment of existing water pricing, and community education. This action item shall include input from water professionals, local stakeholders and the citizens-at-large

- ⇒ Comprehensive review of community-wide, curbside recycling program
- ⇒ Review of practical strategies to make Salina an environmentally friendly “green” community
- ⇒ Work with the Friends of the River to review options for Smoky Hill River water quality restoration in coordination with the community trail project
- ⇒ Finalize efforts with the U.S. Army Corps of Engineers and related federal agencies to ensure full and accountable groundwater remediation associated with the former Schilling Air Force Base
- ⇒ Institute a city-wide clean indoor air ordinance
- ⇒ Work diligently with the Federal Emergency Management Agency (FEMA) to insure that Salina obtains full flood control levee certification and an accurate determination of base flood elevations within the levee system.